Request for Information (RFI)
for
Cook County
Enterprise Resource Planning System

Issued: February 3, 2011
Response deadline: March 4, 2011

Request for Information: #11-50-05I

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

This RFI is for planning purposes only. It is neither a solicitation notice nor a Request for Proposal. Responses to the RFI are not offers and cannot be accepted by Cook County (hereafter referred to as 'the County') to form a binding contract. This RFI shall not limit any rights of the County, and the County reserves all its rights including but not limited to its right to elect not to procure the goods and/or services that are the subject of this RFI and its right to procure them from a vendor that has not responded to this RFI.

The County retains the right to promote transparency and to place this RFI into the public domain, and to make a copy of the RFI available as a provision of the Freedom of Information Act (FOIA). Please do not include any information in your RFI response that is confidential or proprietary, as the County assumes no responsibility for excluding information in response to FOIA requests or web postings. Any request for information made by a third party will be examined in light of the exemptions provided in the FOIA.

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

I. Purpose of the RFI

This request has been issued to allow Cook County to obtain information for planning purposes related to enterprise resource planning (ERP) systems; system integration services; technologies that support ERP systems; and strategies designed to optimize ERP project benefits. Cook County does not intend to award a contract on the basis of the responses to this RFI, to otherwise pay for the preparation of any information submitted, or for the County's use of such information. Cook County may issue a Request for Proposal (RFP) to identify a countywide ERP solution within the next nine to eighteen months.

Please note that the Government Finance Officers Association (GFOA) is assisting Cook County with this RFI and eventually the RFP process.

II. About Cook County

Formed on January 15, 1831 by an act of the Illinois State Legislature, Cook County is currently estimated to have 5.3 million residents, making it the second largest county in the nation, and the 19th largest government in the United States. It is a home rule county pursuant to Article VII, Section 6 of the Illinois State Constitution. It contains 128 municipalities, including the City of Chicago, 30 townships, 236 special districts, and 152 school districts. The County employs over 25,000 people, and has an annual operating budget of approximately $3.0 billion.

As mandated by State law, County government has three principal responsibilities, which include the protection of persons and property, the provision for public health services and the maintenance of County highways. The Cook County Board of Commissioners is the legislative body of county government, and the President is the Board's Chief Executive Officer. There are eleven additional Cook County governmental offices, run by their own independently elected officials.

- **President of the County Board**: The President is the chief executive officer of the County, presides over the meetings of the County Board, and directly supervises departments which provide a variety of direct and support services. The President is elected to a four-year term by the voters of the entire County.

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

- **Board of Commissioners**: The Cook County Board of Commissioners is the governing policy board and legislative body of the county. It is composed of 17 Commissioners, each serving a four-year term and elected from single member districts. Each district represents approximately 300,000 residents.

- **Elected Officials**: Eleven independently elected officials run the additional Cook County governmental offices that oversee many functions and services of county government. The County Board has no direct control over these offices, except in the passage of their budgets and approvals of their bond issues, contracts and large expenditures. Information about Cook County leadership can be found at: http://www.cookcountyil.gov/portal/server.pt/community/government/226/leadership

The countywide ERP project will include all departments, including those under the Office of the President; the elected(s); the Cook County Health & Hospitals System; and the Cook County Forest Preserve District. Details related to each department, its business units, and the number of employees in each business unit can found at: http://www.cookcountyil.gov/portal/server.pt/community/budget_and_management_services%2C_department_of/252/budget_and_management_services%2C_department_of

III. Current ERP System

Approximately ten years ago the County implemented JD Edwards One World and World ERP systems. Both systems are many releases behind as a result of extensive customization that the County requested during implementation. These applications run on AS/400 servers. The limitations of the current ERP system, servers, and peripheral devices contribute to an extensive number of technical, operational and reporting issues. This has resulted in inefficient back office operations, compounded costs, and hampered the County's ability to quickly access key performance data. These issues as well as others which are recommended as Major Initiatives in President Preckwinkle's Transition Team Report, dated December 7, 2010, could be remedied as a result of a countywide ERP system. The 2010 Transition Team report can be accessed at: http://www.cookcountygov.com/taxonomy2/Office%20of%20the%20President/Downloads/CookCountyTransitionReport_2010.pdf

IV. Other – Compatibility with Other Strategic Initiatives

It is imperative that the proposed ERP solution be compatible with other strategic information technology initiatives; e.g., a countywide time and attendance system; a countywide cashiering system; a Treasury system; a Microsoft CRM system; and Taleo, the countywide e-recruiting system.

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

V. Detail Submittal Instructions

Item	Description	Instructions
1	**Project Sponsors**	Tariq Malhance, Chief Financial Officer Bureau of Finance Jonathan Rothstein, Bureau Chief Bureau of Human Resources Greg Wass, Chief Information Officer Bureau of Technology
2	**RFI Issue Date**	Thursday February 3, 2011
3	**Minimum Vendor Qualifications**	Cook County seeks to obtain a single comprehensive RFI response that consists of the ERP application software solution, system integration services and any third party software that is being recommended. Only vendors who have provided ERP software solutions or successfully implemented ERP systems for federal, state or local governments equal in size or larger than Cook County should respond to this RFI. Each vendor may include references.
4	**Pre-submittal Conference Date & Time**	A Pre-submittal Conference will be hosted on Friday February 18, 2011 to allow vendors to present questions related to the RFI. The conference time and location will be posted on the Purchasing Dept. website at least 72 hours prior. Vendors will be limited to two company representatives.
5	**RFI Deadline**	No later than 12:00 noon Friday March 4, 2011
6	**Documentation Format**	Cook County prefers that responses be in MS Word or Adobe Acrobat format.
7	**Number of Copies**	Please submit (1) hard copy and (4) electronic copies on memory stick or CD-ROM.
8	**Submittal Contact and Location**	Sealed RFI response packages should be submitted to: Attn: Elvia Fernandez Cook County Office of the Purchasing Agent 118 N. Clark Street/ Room 1018 Chicago, Illinois 60602
9	**Oral Presentations**	Cook County retains the right to invite selected vendors to make oral presentations for the purpose of advancing the County's understanding related to a RFI response. All such invitations will be issued in writing on or before March 31, 2011.
10	**RFI Contact Information**	Vendors are requested to refrain from contacting County departments concerning this project. Written inquiries should be submitted to: Valerie Holden, Director Enterprise Program Management Office Cook County Bureau of Technology Valerie.holden@cookcountyil.gov

Cook County
Enterprise Resource Planning (ERP) System

VI. Project Assumptions

- o   The countywide ERP implementation can be completed in 24 months
- o   The vendor will follow best practices
- o   The vendor will identify opportunities to optimize system benefits
- o   The vendor will detail an implementation plan that reduces risk
- o   The vendor's recommendation will demonstrate a commitment to user training and knowledge transfer
- o   Project scope is listed below

Countywide ERP System
Financials
General Ledger
Budget
Purchasing
Accounts Payable
Accounts Receivable
Fixed Assets
Project Accounting
Grant Management
Cash Management & Investment
Vendor Self-Service
HR/Payroll
Human Resources
Benefits
Pension
Payroll
Time and Attendance
Employee Self-Service
Business Intelligence/Reporting

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

Countywide ERP System
Extended Functionality
Inventory
Work Order
Vendor Self Service
Employee Self Service
Fleet Management

VII. Response Format

Vendors shall prepare their response using the following format. Responses should be clear and straightforward, and concisely describe the vendor's ability to satisfy the RFI.

Section   Title
1. **Company Information**
2. **Description of Proposed Solution**
3. **Implementation Resources**
4. **Project Timeline**
5. **Ongoing Internal Resources (Cook County)**
6. **Response to Cook County's Questions**

1.Company Information

Please provide the requested information about your firm, as well as information about the system integration firm and any third-party solution providers recommended to meet the County's functional and technology needs. Please copy the following tables as necessary.

Name of ERP Solution Provider	
Name of contact person	
Title	
Telephone number	
Email address	
Description of company's primary line of business.	
Your company's website address	
Minimum vendor qualifications Has your ERP software been successfully implemented at a federal, state or local government that is equal in size or larger than Cook County?	
Have as many ERP modules envisioned for the County been successfully implemented at a single government agency?	

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

ERP System Integration Firm	
Name of contact person	
Title	
Telephone number	
Email address	
Description of company's primary line of business.	
Your company's website address	
Minimum vendor qualifications Has your company successfully implemented an ERP system for a federal, state or local government that is equal in size or larger than Cook County?	
Has your company successfully implemented as many ERP application modules at a single government agency?	

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2. Description of Proposed Solution

1. Please describe your solution, and clearly identify the application software modules, add-ons e.g. utilities/tools/report generators, underlying technology, and third party applications that you would recommend to meet the County's requirements.

2. Based upon your analysis of the County's business units and the 2010 Transition Team Report, please identify any ERP applications or add-ons that you feel would help the County optimize its investment in an enterprise ERP solution.

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

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3. Implementation Resources

Please complete the table below to estimate the number of County personnel that could be required for an ERP implementation. Estimates can be stated as an approximate number of FTEs, a range of FTEs, or as a ratio that identifies the number of County personnel relative to the number of vendor personnel. The description of the roles are intended as examples, please adjust them as necessary to accurately define all the resources you are recommending.

Role	FTE Required (#)	Skills	Task Description/ Responsibilities	% of Time
Governance Board				
Project Sponsors				
Project Manager				
Financials Functional Lead				
HR/Payroll Functional Lead				
Extended Functionality Functional Lead				
Technology (system architect, network architect, DBA)				
Training Leads - Lab				
Training Leads - Mobile				
Change Management Lead				
Other (indicate)				

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4. Project Timeline

Please explain how your company would implement a countywide ERP solution in 24 months, and balance risk and system benefits. <u>Indicate how you would sequence the application modules, and why.</u>

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

5. Ongoing Internal Resources (Cook County)

Please estimate the number and types of employee Full-Time Equivalents (FTE) required to maintain and support the entire ERP suite after the system is implemented and placed into production. The roles are intended as examples, please adjust them as necessary to accurately convey your recommendation.

Role	FTE Required (#)	% of Time
Governance Board		
Project Sponsors		
Project Manager		
Financials Functional Lead		
HR/Payroll Functional Lead		
Extended Functionality Functional Lead		
Technology (system architect, network architect, DBA)		
Training Leads		
Change Management Lead		
Help Desk		
Other (indicate)		

Request for Information

Cook County
Enterprise Resource Planning (ERP) System

6.Response to Cook County's Questions

1. The Cook County Health & Hospitals System (CCH&HS) is utilizing Lawson software. Lawson's General Ledger was implemented in 2010. Indicate whether it would be more cost-effective overall (given your RFI response) to retain or to replace CCH&HS' G/L? Please explain your answer.

2. As stated above, the County would like to implement a countywide ERP solution in two years. Describe the project methodology that you would use to accomplish this.

3. What action would your firm take to ensure that the countywide ERP system was compatible with other strategic information technology initiatives?

4. The County would like to mitigate risk and may consider implementing only "core" Financials and HR/Payroll. Please define how "core" Financials and "core" HR/Payroll are addressed for your solution.

5. What measures would you recommend to ensure the success of the project? To optimize its benefits?

6. The County would like to implement vendor self-service and employee self-service as part of this implementation, preferably earlier in the implementation as compared to the end. Are these self-service considered "core" in your solution? Please explain your answer.

7. The Bureau of Technology is a service organization and the user departments are its 'customers'. Please describe the service model that would be used to cultivate user/employee acceptance. To ensure knowledge transfer.

8. Please identify any business intelligence and reporting capabilities which are part of your solution, and could be used to help the County improve performance measurement reporting. Also, please explain whether programming expertise is required to use them.

9. Two of the County's biggest challenges will be business process standardization and data migration. Briefly explain how you would assist County in overcoming these challenges.

10. Please indicate whether your company offers a remotely hosted ERP solution. Does it require that the entire ERP application suite be remotely hosted? Identify any other remote services your company offers, e.g. Help Desk. Without providing pricing, explain your answer.